

Assistant Director, ORR

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Chief, Geographic Research

Comments on Draft Memo Concerning Responsibility of Analysts in  
Writing Reports and Papers

1. There appears to be considerable room for misinterpretation in the memorandum centered around the use of the word "draft". A number of references are made to draft reports and papers. The analyst may consider his responsibility in the writing of draft reports and papers to be quite different from his responsibility in producing a report or paper which does not have the tentative or incomplete connotation implied by the word "draft". There appears to be reserved to an echelon above the analyst level a responsibility which -- if given to the analyst -- would make him more concerned about producing a report or paper which could stand the greatest scrutiny. In producing "draft" papers, the analyst may subconsciously feel that what he does will be corrected, manipulated, or otherwise arranged by someone more skilled in the art of verbal communication, so why bother! The incentive to do the full and complete job insofar as the analyst can do it is lacking.

2. What this all adds up to is a plea for a minimization of the concept of a crutch for the analyst implied by the use of the word "draft" in the memorandum. There should be a realization by the reviewing echelons that, in order to develop competence in written communication, the analyst must be given real responsibility.

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